


31 OCT 1984

MEMORANDUM FOR: Executive Director

FROM: R.E. Hineman
Deputy Director for Science and Technology


SUBJECT:  Excellence Suggestions

1. During the past several months, the employees of the Directorate of Science and Technology have participated enthusiastically in the Agency's campaign in pursuit of excellence. We have implemented many suggestions at the Office and Directorate level. We have also come up with a number of ideas that would have Agency-wide applicability and require consideration at a higher level.

2. Last week Jim Hirsch,  the Office Directors and I went through these ideas and selected those that we believe merit your consideration. They are listed below:

° Senior Secretarial Service: Establish a Senior Secretarial Service with appropriate rescaling of grade levels for those secretaries. This would offer a significant improvement to the current secretarial plight in the Agency.

° Donation of Annual Leave: Make it possible to transfer annual leave from one Agency employee to another, or even to donate the leave to the Public Service Assistance Fund for emergency use by employees who have used all their leave as a result of extended family or medical emergencies, and for whom leave without pay would impose a serious financial hardship. Procedures could be set up whereby the transfers would occur only from individuals at a certain grade level to individuals at the same or lower grade level, so that no additional costs accrue to the government. This arrangement would be highly beneficial to morale.

 a DS&T employee, submitted this idea to the Director of Personnel in November 1981. The Office of General Counsel conducted a legal review and advised that such a program would require legislative action. We should consider seeking such legislative action.

° SIS Benefits: Grant SIS benefits (annual leave carry-over privileges, eligibility for bonuses and sabbaticals) to those GS-15 officers who occupy PMCD-approved SIS positions but who cannot be promoted to SIS-level because of the SIS ceiling.

° Revision of Time and Attendance Reporting: Revise time and attendance reporting procedures so that only exceptions to the 8-hour day are reported. We fully expect people to work 8 hours a day and should only report when they do not do so. This would save a good deal of record-keeping time.

° Reform of Travel Regulations: It appears that our travel regulations, or the Agency's interpretation of travel regulations, often work to the disadvantage of our employees. For example, we expect our people to travel on their own time (after normal business hours), but do not compensate them for doing so. Why not allow first class or business class travel to those who must carry out official travel on holidays, weekends and after normal working hours?

In some cases, we even penalize employees who choose not to travel on their own time. For example, I am advised that if an employee on domestic TDY completes his work at close of business on Friday, chooses to remain at his TDY location through the weekend (at his own expense) in order to avoid travelling on his free time, and travels back to Headquarters on Monday, he will be charged annual leave for his Monday travel time. In other words, he must travel on his own time or be charged annual leave.

I understand that the Agency is required to abide by the Federal Travel Regulations in domestic travel policy, and to the benefits and allowances payable to members of the Foreign Service in overseas travel. We need to examine our interpretation of those regulations with a view to removing such punitive elements. If in fact the travel regulations, or Comptroller-General decisions interpreting the regulations, dictate this sort of treatment of Agency employees, I believe it would be worth our while to try to get the regulations changed.

° Travel Accounting: Institute a random-sample audit of travel accounts in place of the current system of 100-percent audits. This would eliminate travel accounting backlogs and would be especially practical for offices that have frequent trips to a particular area. Reasonable costs for such trips are well known and should not require 100-percent audits.

° Travel Processing: Central Processing Branch badly needs to improve travel processing. Far too few people handle far too many travelers. It is our understanding that all travel processing is to be centralized. We feel that service will be improved only if travel processing is further decentralized.

° Review of Regulations and Policy: Have the Directorate of Administration review CIA regulations and policies and delegate to the lowest possible level those not controlled by legislation, Executive Orders, etc.

° Processing Procedures: Improve processing procedures with a view not only to cutting down processing time, but also to bringing treatment of attractive applicants more in line with private industry standards. Perhaps most important would be to increase the practice of putting applicants to work on a contract basis, after a preliminary security investigation, while a formal job offer is pending.

° Quality of Life at Outbuildings: While it is clearly impossible to duplicate Headquarters amenities at the outbuildings, steps could be taken to improve the quality of life for personnel in those buildings. Three examples:

a) Replace GSA maintenance personnel with private contractors, as has been done at [] and Headquarters.

b) Increase the frequency of shuttle service between all Agency buildings.

c) The Credit Union is preparing to install automatic teller machines. The first such machines are being installed at Headquarters and [] both of which already have Credit Union offices. Why not install the machines first at those outbuildings that do not have Credit Union offices? This step would not only improve life for those in the outbuildings, but would certainly have the added benefit of leading to increased employee membership in the Credit Union.

° Control of Unclassified Material: Strive to limit the use of the "Administrative - Internal Use Only" control on employee bulletins that contain material of interest to spouses and other family members. I was pleased to note that the 11 October 1984 bulletin on health benefits open season contained an unclassified attachment outlining changes in GEHA benefits. I have attached examples of other employee bulletins that contained information of interest to family members, but which could not be removed from the building because of the "Administrative - Internal Use Only" control.

° Employee Suggestions: Provide a dedicated staff and a well-advertised secure phone number for the purpose of receiving and transcribing ideas and answering questions. Make the Suggestion Staff big enough to provide for expeditious processing of suggestions. Provide the Suggestion Staff with terminals that have AIM system access and Wang terminals with telecommunications capability for sending/receiving files and messages.

The purpose is to give employees access to those who could help them develop and present their ideas as effectively as possible, and to process suggestions more rapidly.

Please let me know if you would like further information on any of these suggestions.

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R.E. Hineman

Attachments:
As stated